

INTISARI

Industri madu global terus berkembang seiring meningkatnya minat terhadap produk alami bernilai gizi, farmakologis, dan berkelanjutan. KHDTK Wanagama I memiliki potensi tinggi untuk pengembangan budidaya madu hutan *Apis cerana* berbasis konservasi, namun masih menghadapi kendala stabilitas produksi dan penguatan tata kelola, seperti praktik budidaya yang belum terstandar, pengendalian mutu yang terbatas, serta kelembagaan dan manajemen usaha skala kecil yang belum kuat. Penelitian ini bertujuan mengidentifikasi aset bisnis signifikan; memetakan model bisnis budidaya madu hutan pada tingkat individu, kelompok tani, dan pengelolaan oleh Wanagama; menganalisis posisi usaha berdasarkan faktor lingkungan internal dan eksternal; serta merancang skenario model bisnis terintegrasi budidaya madu hutan di Wanagama.

Metode penelitian menggunakan pendekatan mixed method, yaitu metode desain sekuensial eksploratori (*exploratory sequential design*) dengan urutan penelitian kualitatif dilaksanakan terlebih dahulu kemudian dilengkapi dengan penilaian kuantitatif. Pengumpulan data dilakukan melalui observasi, wawancara mendalam, pengisian kuesioner, dan studi dokumen terhadap peternak, kelompok peternak, pengelola Wanagama, serta pemangku kepentingan terkait. Analisis dilakukan melalui menggunakan *Business Model Canvas* (BMC), analisis *Strengths, Weaknesses, Opportunities, and Threats* (SWOT) yang dilanjutkan dengan evaluasi posisi usaha menggunakan matriks Internal dan Eksternal. Selanjutnya, strategi pengembangan dirumuskan melalui matriks SWOT dan diprioritaskan menggunakan *Quantitative Strategic Planning Matrix* (QSPM) hingga diperoleh lima alternatif strategi prioritas.

Hasil penelitian menunjukkan bahwa usaha madu hutan di Wanagama didukung oleh aset sumber daya alam, sumber daya manusia, modal sosial, sarana fisik, dan kekuatan finansial. Posisi usaha budidaya madu Wanagama saat ini berada pada kategori “tumbuh dan berkembang” dengan strategi utama diarahkan pada pemanfaatan kekuatan utama untuk memperluas pasar, meningkatkan produktivitas, serta memperkuat keterpaduan kegiatan usaha dari hulu hingga hilir. Sembilan elemen bisnis kanvas usaha budidaya madu telah berjalan pada tiga entitas bisnis dan membentuk sistem yang saling melengkapi, meskipun implementasinya belum sepenuhnya optimal. Analisis menghasilkan lima strategi prioritas pengembangan usaha madu hutan, yaitu: 1) penguatan kelembagaan peternak lebah dalam mendukung perlindungan dan pengamanan hutan; 2) pemanfaatan jejaring institusi dan komunitas untuk memperluas pasar nasional; 3) intensifikasi budidaya lebah melalui peningkatan manajemen koloni, penataan lokasi stup, dan penguatan teknik panen; 4) peningkatan produktivitas madu melalui penanaman dan pengayaan tanaman sumber pakan lebah; 5) pengembangan inovasi produk turunan madu dan hasil samping secara bertahap.

Kata Kunci: Madu hutan, *Apis cerana*, Wanagama, *Business Model Canvas*, QSPM.

ABSTRACT

The global honey industry has continued to expand in response to increasing demand for natural products with nutritional, pharmacological, and sustainability values. KHDTK Wanagama I possesses considerable potential for the development of conservation-based Apis cerana forest honey cultivation. However, several challenges remain, particularly related to production stability and governance strengthening, including the lack of standardized cultivation practices, limited quality control mechanisms, and relatively weak institutional capacity and small-scale business management. This study aims to identify significant business assets; map the business models of forest honey cultivation at the individual, farmer group, and Wanagama management levels; analyze the business position based on internal and external environmental factors; and develop an integrated business model scenario for forest honey cultivation in Wanagama.

The research employed a mixed-methods approach using an exploratory sequential design, in which qualitative research was conducted first and subsequently complemented with quantitative assessment. Data were collected through field observations, in-depth interviews, questionnaire surveys, and document analysis involving beekeepers, beekeeper groups, Wanagama management, and related stakeholders. Data analysis was conducted using the Business Model Canvas (BMC) framework, followed by a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and an evaluation of the business position using the Internal–External (IE) matrix. Subsequently, development strategies were formulated through the SWOT matrix and prioritized using the Quantitative Strategic Planning Matrix (QSPM), resulting in five priority strategic alternatives.

The results indicate that the forest honey enterprise in Wanagama is supported by natural resources, human resources, social capital, physical infrastructure, and financial capacity. The enterprise is currently positioned in the “grow and develop” category, with strategic directions focused on leveraging key strengths to expand markets, increase productivity, and strengthen business integration from upstream to downstream. The nine elements of the Business Model Canvas for honey cultivation have been implemented across three business entities and collectively form a complementary system, although their implementation has not yet reached optimal performance. The analysis identified five priority development strategies: (1) strengthening beekeeper institutions to support forest protection and security; (2) utilizing institutional and community networks to expand the national market; (3) intensifying beekeeping practices through improved colony management, hive arrangement, and harvesting techniques; (4) increasing honey productivity through the planting and enrichment of bee forage plants; and (5) gradually developing value added honey derivative and by product innovations.

Keywords: forest honey, *Apis cerana*, Wanagama, Business Model Canvas, QSPM.